**WESTERN SYDNEY**
UNIVERSITY

The College

2017 – 2020
Strategic Plan

Western Sydney University
The College

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# FOREWORD

**Western Sydney University The College Strategic Plan 2017–2020 presents the strategic goals and objectives of Western Sydney University The College as we position ourselves as the preferred pathway provider in one of the fastest growing areas in Australia.**

Growth in the Western Sydney region, along with national and global imperatives, will drive heightened competition among higher education providers during the next five years. New digital technologies will dramatically change the way universities engage with students.

Changes in the way people engage with learning, shifting attitudes around formal qualifications and the increased importance of work integrated learning will all have an impact on how courses are structured and delivered in the future.

It is an exciting time to be part of the education sector. The College will embrace the future with a renewed focus on key areas that will increase our alignment with the University into the next phase of its development.

We will strengthen our partnerships with the local community to help drive the social and economic development of the region for which we remain a strong advocate. We will continue to be a distinctively student-centred College, placing students at the forefront of all our decisions.

The Strategic Plan articulates these aspirations and will serve as a guide for other plans within The College's planning framework.

The College has a proud history of transforming lives through teaching and engagement with students, clients and the greater Western Sydney community. This strategic plan provides the framework for building on those achievements to make us stronger, more flexible and responsive.

# STRATEGIC CONTEXT

Western Sydney University The College is a wholly owned entity of Western Sydney University. The strategic purpose of The College is to provide high-quality academic pathways to Western Sydney University, complemented by English language and other vocational programs for Australian domestic students and clients.

Established in 2006, The College has its origins in English Language and Foundation Studies programs offered by various University schools and entities since the 1980s.

The College provides a unique experience for students who choose to prepare for academic study through the English Language or Academic Pathways Program before progressing to Western Sydney University. Domestic students who have not secured the ATAR required for direct entry to their preferred course benefit from The College's highly supportive learning environment before progressing into the second year of Western Sydney University undergraduate programs.

Domestic students in The College's Integrated Diploma courses are provided with Commonwealth supported places (CSP). The University Foundation Studies program is supported by Commonwealth enabling funding. There are also a number of scholarships for high-achieving domestic and international students proceeding to further study at Western Sydney University.

International students have access to a range of Foundation and Diploma pathway courses delivered in an equivalent supportive context with small classes at the International College located at the Parramatta CBD campus.

**THE KEY ELEMENTS THAT WE FOCUS ON AT THE COLLEGE TO DELIVER STUDENT SUCCESS ARE:**

→ Delivering a positive student experience and results via the 'teach and support model'
→ Being geographically positioned in the growth area of Greater Western Sydney
→ Strong relationship with the University, including an aligned, single brand
→ Students are part of Western Sydney University from day one
→ Best value pathway courses
→ Having a passionate and committed team
→ Strong success rates for students.

**IN ORDER TO CONTINUE TO BE RELEVANT AND SUCCESSFUL, WE WILL NEED TO:**

→ Continue to strengthen our brand alignment with the University
→ Develop greater flexibility and ability to drive changes in areas such as, delivering innovative products and timely decision making
→ Strengthen our data analysis capabilities to drive decision making
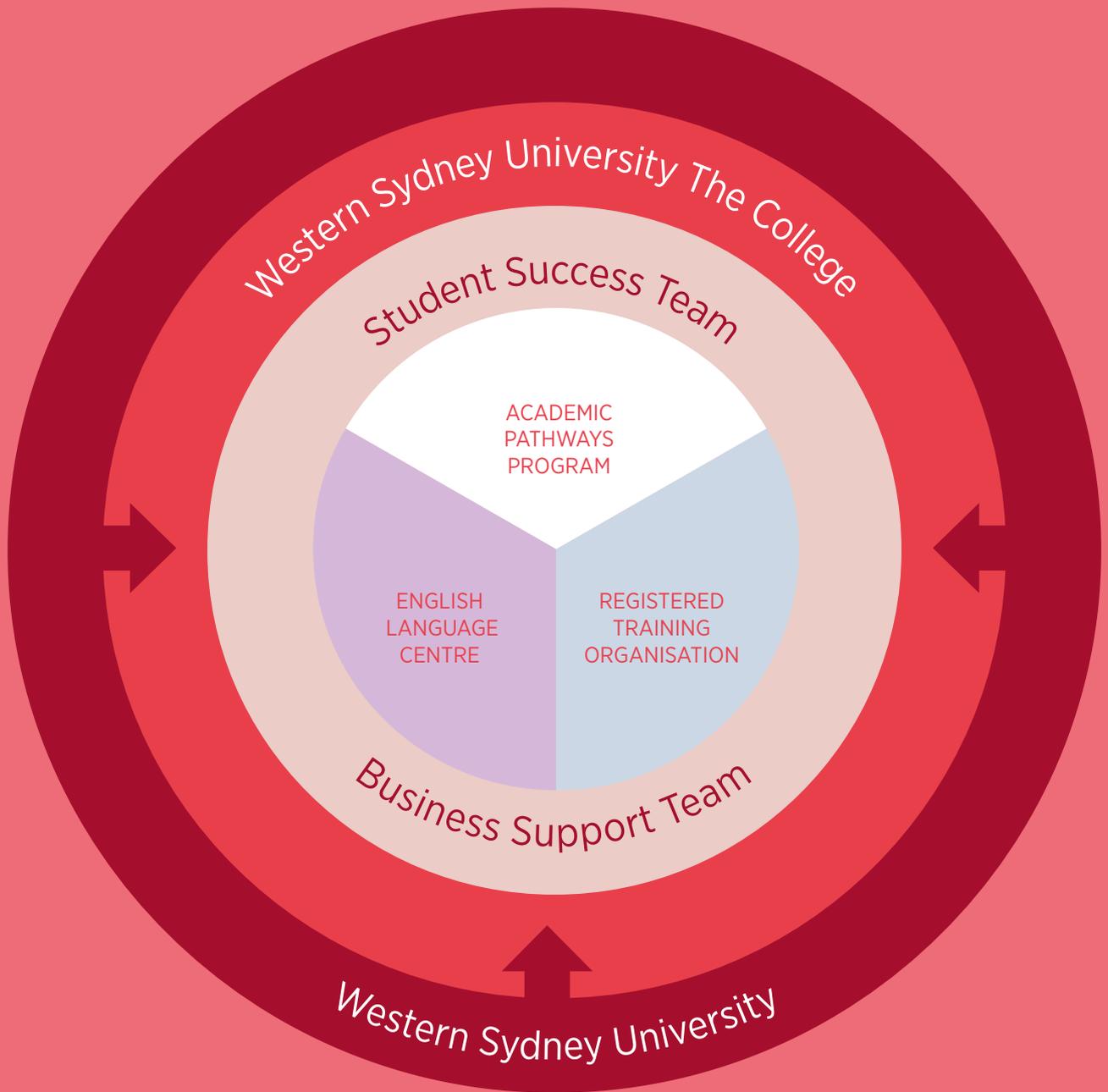→ Be innovative in our approaches to teaching and learning.

At The College, we will transform lives through education. We will inspire students through personal support to achieve their academic dreams. We will support the community's aspirations for economic prosperity by providing high-quality tertiary education to its people.

**MEASURES:**

→ Student retention, progression, graduation and pass rates
→ Financial return to the University
→ Staff engagement
→ Student feedback on units and lecturers.

Every student at The College will be given the opportunity to succeed through a high level of support and flexibility in how they study. A student-centred approach will underpin all activities. The College will offer its students transforming experiences, taking them from a high level of support to become independent learners. Students will leave The College well prepared for the challenges of undergraduate studies or the workplace. They will be proud ambassadors of The College, the University and the Greater Western Sydney region.

The College recognises and values the passion and commitment of our staff and we will continue to support them in assisting our students to transform their lives through learning.

Western Sydney University The College

Student Success Team

ACADEMIC
PATHWAYS
PROGRAM

ENGLISH
LANGUAGE
CENTRE

REGISTERED
TRAINING
ORGANISATION

Business Support Team

Western Sydney University

# MISSION, VISION, STRATEGIC FOCUS

## VISION

**BY 2020 OUR ASPIRATION IS…**

"To transform the lives of our students through education."

## MISSION

"As part of the Western Sydney community, we make a difference through accessible tertiary educational opportunities."

## VALUE PROPOSITION

Western Sydney University The College offers the opportunity for you to achieve your dreams, despite your ATAR score.

| Widest range of pathways courses | Best value pathway courses | Supportive environment | No time lost | Great success rate |
|---|---|---|---|---|

## STRATEGIC FOCUS

| STRATEGIC THEMES: | CREATE VALUE | GROW | RESPOND |
|---|---|---|---|
| STRATEGIC RESULTS: | An efficient sustainable business model | Growing all business units to provide increased educational opportunity and diverse revenue streams | To be a leading provider of educational opportunities in the Greater Western Sydney Region |

## KEY FOCUS AREAS FOR THE COLLEGE

**1** Curriculum renewal

**2** Data to inform both student and financial decision making

**3** Effective engagement with the University and beyond

**4** Create a culture of innovation responding to 21st Century Western Sydney learners

# STRATEGIC OBJECTIVES AND GOALS 2017 – 2020

## STUDENT ENGAGEMENT/STAKEHOLDER

Student experience is tailored to need, tracked and supported

Growing the University through a high-quality student pathway

Responding to Greater Western Sydney growth and the need to access higher education

## FINANCIAL

To enable efficiencies in service delivery while retaining high-quality student experience

Achieving strong financial returns. Providing local/international student a pathway to the University

Providing a value for money educational opportunity to Western Sydney students

## INTERNAL PROCESS

Continued streamlining of processes and automation of systems

Evidence-based, data-driven decisions resulting in high-quality outcomes

Strong alignment with University processes and networks to ensure a seamless and flexible educational experience

## ORGANISATIONAL CAPACITY

Develop and adapt new and existing programs to match student preferences and community demand

Keep pace with Western Sydney growth through flexible learning and industry partnerships

Support staff to deliver a seamless high-quality student experience

## INITIATIVES

## MEASURES OF SUCCESS

→ Continued review and strengthening of the student communication and retention plan
→ Increased feedback opportunity for internal and external stakeholders
→ A data project to track the full College student life cycle which is used to inform decision making. Supported by the Office of Quality and Performance (OQP)
→ Continued focus on access and equity
→ Curriculum renewal project to ensure student engagement and currency of course content

→ 5% increase in student retention on 2017
→ 5% increase in students transitioning to the University
→ Student Feedback by Unit response rate to 33% of students
→ English Program exit survey results
→ Well-developed monthly data dashboard related to student life cycle from enrolment to transition
→ Implementation of the curriculum review project

→ Review the operating model of each business unit to support strategic objectives
→ Strong budget development processes linked to business units strategic initiatives and data driven decisions
→ Implementation of a strong marketing plan aimed at increasing enrolments in all terms of the year and across business units

→ A staffing plan linked to each business unit strategic plan and budget
→ Increase in average class sizes
→ A clearly documented budget development process linked to strategic objectives and leading to College and unit based financial dashboards
→ A well-articulated College marketing plan presented to the College Board and wider staff
→ 5% increase in enrolments on a term by term basis across the academic year

→ College alignment with and leverage of University initiatives
→ Integrate VET and Academic Pathways Program
→ Continued automation of processes
→ Monitoring and review of University-wide Service Agreements

→ Cross unit involvement in 21st Century Curriculum Program and digital future initiatives. Resulting in curriculum renewal and innovation
→ The implementation of a College-wide showcase of curriculum initiatives
→ Regular meetings with key University stakeholder groups
→ Six monthly review of Service Agreements

→ Review of staff Professional Development to ensure a work-based focus on opportunities for renewal of curriculum and individual skills development
→ Initiate staff engagement survey
→ Links to a wider group of industry partners
→ Strong working relationship with International College and International Unit of the University to grow international student numbers and English Program numbers
→ Demographic research to target growth areas and niche product opportunities to support business units
→ Continue to build a holistic College team approach

→ Implement revised Professional Development Policy of The College
→ College involvement in MyCareer online initiatives
→ Involvement in the My Voice Survey as used by the wider University
→ Development of an external stakeholder matrix and an annual engagement survey/event
→ Positive return from the Joint Venture

# OUR STRATEGY ALIGNS WITH THE UNIVERSITY'S "SECURING SUCCESS (2015 – 2020)" STRATEGIC PLAN

## A DISTINCTIVELY STUDENT-CENTRED UNIVERSITY

→ Student centred – the primacy of the student experience
→ Learning and personal support services differentiate the student experience
→ Student participation in governance and decision making processes

## A UNIQUE LEARNING EXPERIENCE THAT IS INNOVATIVE, FLEXIBLE AND RESPONSIVE

→ Grow entry pathways, enhance English proficiency support, develop learning capabilities through flexible modes of delivery
→ A focus on innovation and the use of classroom technology
→ Dual focus on emerging student needs and workforce demands

## AN EXPANDING INTERNATIONAL REACH AND REPUTATION

→ Grow enrolments in The College English Programs
→ Work with the International Office of the University to increase international student enrolments in The College and to develop transnational English projects as required
→ Work closely with the International College to increase enrolments and maximise returns to The College as a shareholder

## A LEADING ADVOCATE AND CHAMPION FOR THE GREATER WESTERN SYDNEY REGION AND ITS PEOPLE

→ Support growth and advocacy initiatives of the University in Greater Western Sydney
→ Partnerships with industry, business, Government and community organisations
→ Participation irrespective of economic circumstances or background
→ Increased ATSI participation
→ Expand The College and other pathways programs and increase enrolments

## A DYNAMIC AND INNOVATIVE CULTURE THAT SECURES SUCCESS

→ Support an inclusive culture
→ High-quality and diverse workforce
→ Sustainable growth with improved margin efficiencies
→ Improved retention and progression rates for students
→ Diversified revenue streams
→ Strong transparent and accountable governance

# THE COLLEGE
## STRATEGIC PLAN
## BUSINESS UNITS

→

## STUDENT ENGAGEMENT/ STAKEHOLDER

### INITIATIVES

### MEASURES OF SUCCESS

## ACADEMIC PATHWAYS PROGRAM

Implement strategies aimed at increasing Student Feedback by Unit response rate

Student Engagement and Retention project

Student results linked to entry level tracking

Improve student results

Analyse student results to inform unit improvements

Student destination tracking

Work with WSU to improve transition to University initiatives

Student onboarding initiative

**+3%**
**Student feedback**
→ Increase response rates to 33%
→ Increase satisfaction rates from student feedback

**+5%**
**Improve retention rates by 5%**
→ Measured by course
→ From start to census
→ From term to term

**+5%**
**Improve transitioning to University by 5%**

## ENGLISH LANGUAGE CENTRE

Develop commencing student experience survey

Develop student progression charts

Maintain benchmarking of direct entry programs

Develop student success rate at WSU tracking

Develop opportunities for refugees/ migrants

Survey all study tour stakeholders

**80%** Positive outcomes from student surveys

**90%+** Transitioning to the University

**70%** Success rates at the University after one semester

Annual benchmarking with external universities for quality of direct entry programs

Work with RTO to deliver English courses for refugees

Positive evaluation reports for study tours

## REGISTERED TRAINING ORGANISATION

## STUDENT SUCCESS

## FINANCE AND BUSINESS SUPPORT

Survey all students and partners

Integrated internal university delivery models

Increase external and internal RTO awareness

Develop a College student communications plan focussed on onboarding and transition

Review process for Diploma prize award winners

Increase the number of student activities

Enhance financial decision making and projections through utilisation of OQP modelling into College decision making models

Enhance facilities management through improved College monitoring and reporting process to internal stakeholders

Develop strategies for the future development of College laboratories in conjunction with the University

90% Satisfaction rates from student feedback

Implement three new RTO collaborations with University schools

Develop identified marketing collateral

Clearly develop communication plans and templates

Implement prize night in 2018

5% increase in student activities in 2018

Develop accurate, timely and relevant financial activity reporting to internal stakeholders within four working days of data being available each month

Provide increased feedback to internal stakeholders on facilities-related matters on a monthly basis, or within 24 hours for time sensitive matters

Positive student feedback associated with the operation of College laboratories 90% satisfaction level

# FINANCIAL
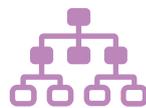
## INITIATIVES

## MEASURES OF SUCCESS

### ACADEMIC PATHWAYS PROGRAM

Modify staffing approach to timetabling

Implement outcomes of structural change, monitor and refine if necessary

Monitor budget to ensure controlled expenses within budget parameters

Optimise class sizes

+5%
Increase overall enrolment numbers by 5%

To achieve budget outcomes

### ENGLISH LANGUAGE CENTRE

Review the operating model of the three areas of English Programs

Create strategic plan and KPIs for each area

Monitor budget to ensure controlled expenses within budget parameters

+5%
Increase English Programs revenue by 5% on 2017

+3%
Increase Study Tour revenue by 3% on 2017

+3%
Increase Test Centre revenue by 3% on 2017

To achieve budget outcomes

## REGISTERED TRAINING ORGANISATION

Achieve long-term financial sustainability

Identify new revenue sources

Ensure viability of all products

Monitor budget to ensure controlled expenses within budget parameters

## STUDENT SUCCESS

Review TT processes to improve room utilisation and staffing approach to timetabling in conjunction with WSU Timetabling (TT) and APP

Monitor budget to ensure controlled expenses within budget parameters

## FINANCE AND BUSINESS SUPPORT

Develop comprehensive and regular management reporting models to project level to enhance financial decision making

Improve forecast reviews involving greater departmental ownership and participation through improved internal processes

Monitor budget to ensure controlled expenses within budget parameters

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Provide 50% increase in growth

**3** new revenue sources

Achieve net profit for all individual products

To achieve budget outcomes

**+5%**

Increase average class size by 5%

To achieve budget outcomes

Provide financial management as evidenced by successful external audits of The College with nil or only minor financial matters to be addressed

On time reporting to management, board and government bodies as per required timelines

Budget forecasting accuracy as measured by being within 5% variance of forecasts for controllable expenses

Achieve cost management savings through a systematic review of all College expenses (aiming for $100,000 in initiative based savings or new revenue generating initiatives)

To achieve budget outcomes

# INTERNAL PROCESS

## ACADEMIC PATHWAYS PROGRAM

## ENGLISH LANGUAGE CENTRE

### INITIATIVES

**ACADEMIC PATHWAYS PROGRAM**

Implement outcomes of change proposal

Utilise data provided by Data Analyst

Involvement in University initiatives

21st Century Curriculum

Digital futures initiatives

Review and document procedures

**ENGLISH LANGUAGE CENTRE**

Work with International on Study Link to accommodate English Program students

Review efficiencies without compromising student experience

Review of English direct entry programs

### MEASURES OF SUCCESS

**ACADEMIC PATHWAYS PROGRAM**

Monthly reporting dashboard

Review Service Agreements with the University

Improve internal processes to support students

Meet all reporting and compliance requirements from governing bodies

**ENGLISH LANGUAGE CENTRE**

Monthly Test Centre dashboards

Increase response rate for international student applications

Implement an action plan to enhance student experience

Meet all reporting and compliance requirements from governing bodies

Undertake external benchmarking of English direct entry programs

## REGISTERED TRAINING ORGANISATION

Review internal policies and procedures for continuous improvement

Internal audit against ASQA standards

**10** Review 10 policies and procedures

Conduct one internal audit in 2018

Meet all reporting and compliance requirements from governing bodies

## STUDENT SUCCESS

Meet with key stakeholders at least once per term

Review internal policies and procedures for continuous improvement opportunities, alignment with the University and opportunities for automation

Develop stakeholders meeting schedule

Adopt WSU Complaints policy

Put all student success processes on SharePoint

Meet all reporting and compliance requirements from governing bodies

## FINANCE AND BUSINESS SUPPORT

Initiate a KPI based reporting methodology on Service Agreements with existing internal University stakeholders

Develop expanded WHS programs

Develop staff benefit programs for The College

Establish reporting measures for KPI measurement of Service Agreements, in conjunction with regular reviews. Measures to be in place and regularly reported by September 2018

Adopt University best practice for WHS management as per feedback by WHS unit and maintaining low incident activity (benchmarked on 2017)

# ORGANISATIONAL CAPACITY

## ACADEMIC PATHWAYS PROGRAM

## ENGLISH LANGUAGE CENTRE

## INITIATIVES

### ACADEMIC PATHWAYS PROGRAM

Conduct Curriculum Review, incorporating competitor analysis, to enhance pedagogy

Ongoing Curriculum Development

Disrupting Foundations

Implement the structural changes from current change management plan

Continue and refine staff onboarding and Professional Development initiatives

Undertake succession planning in APP

### ENGLISH LANGUAGE CENTRE

Partnership development both externally and with University Schools

Develop evening English courses for Western Sydney community

Implement staff engagement survey

Increase test locations and test types

## MEASURES OF SUCCESS

### ACADEMIC PATHWAYS PROGRAM

Staff engagement survey results

Accurate and up-to-date Courses @ Campus document to assist with planning

Increase in industry partnerships

Greater linkage with the International College

Complete and implement recommendations relating to the Curriculum Review

### ENGLISH LANGUAGE CENTRE

Expand tailored English courses for University schools – embedded and stand alone

Regular weekly Evening English courses running at SOP

Develop strategies to retain good staff during low periods

Plan and develop expansion of Test Centre by location and test type

Greater linkage with the International College

## REGISTERED TRAINING ORGANISATION

Align RTO capability against RTO business requirements

Develop new products

**3** Develop three new strategic industry partnerships

Staff Professional Development Plan

RTO has capacity to meet all business requirements

**4** new products

**3** new external partnerships and agreements

Engagement of all staff

## STUDENT SUCCESS

Develop a Student Success Team approach to ensure a services approach to business units as well as a sustainable use of resources

Develop an internal process to provide feedback to the Student Success team from all business units

Conduct a team Professional Development day aimed at ensuring an effective self-motivated team approach

Investigate feasibility of increased use of traineeships

Improve integration of the Student Success team with all College business units
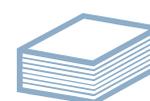


Improve productivity



Improve job satisfaction as measured by staff survey

Professional Development day held

Attend a minimum of one cross units meeting/ event per term

Implement business unit survey and receive favourable responses

## FINANCE AND BUSINESS SUPPORT

Support business units in the development of business cases to assist new partnerships and initiatives

Develop closer financial management links with the International College and The College

Work more closely with the University Financial team and alignment with processes to ensure effective monitoring and reporting of The College financial situation



Provide the financial data needed for evidence-based decision making within The College



Complete new business cases, and prepare special reports, and successfully submit as required by business units

Develop financial reports as a Joint Venture partner of International College

Attend key stakeholder meetings within the University Finance team

Provide accurate financial reporting and measures to contribute to College monthly dashboards

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